



ANNUAL REPORT 2016

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Annual Report 2016

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“Man is the real wealth of this country before and after the oil, and the national interest is the goal that we are working for day and night.”

His Highness Sheikh Khalifa bin Zayed Al Nahyan
President of the United Arab Emirates



“My team in the UAE Government.. Our work is not a job we perform; it is life we are building, nor is it routine, but shaping the future. Our government work is not just a way of making a living; it is a key to civilization.”

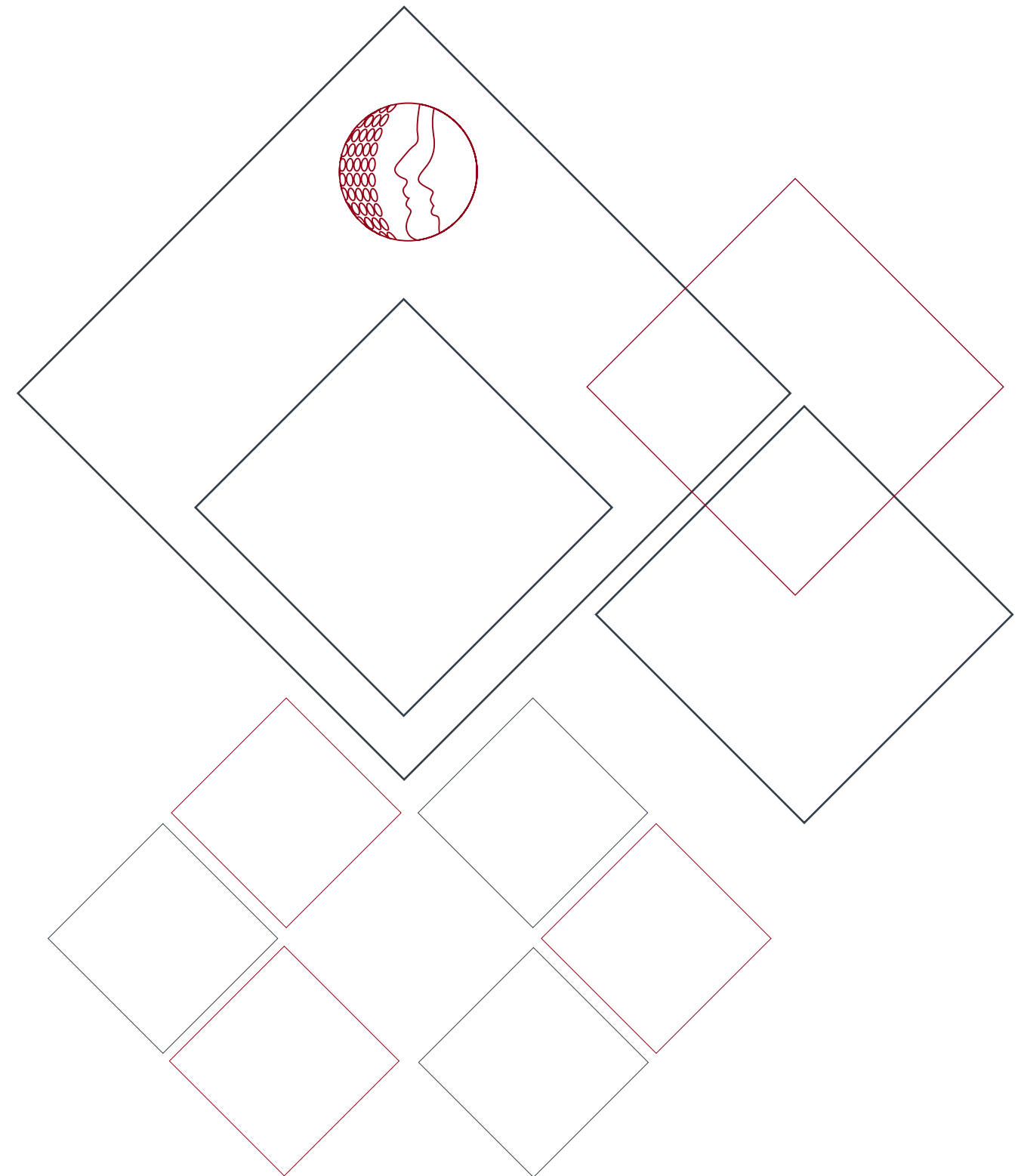
His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice President and Prime Minister and Ruler of Dubai



“Human building process means the final outcome of nation-building and achieving a prosperous life for our people.”

His Highness Sheikh Mohammed bin Zayed Al Nahyan

**Crown Prince of Abu Dhabi and Deputy Supreme
Commander of the Armed Forces**



Contents

Institutional Ambition	8 - 15
Opening Speech	10
Vision, Mission, Strategic Objectives, Values	12
Organizational Structure of the Authority	13
Specializations of FAHR	14
Summary Annual Report 2016	16 - 53
FAHR in photos	54



Innovative HR legislation and practices systems to shape the future in 2016

Ladies and Gentlemen

Dear Readers

We are pleased in the Federal Authority for Government Human Resources (FAHR) to present you with this summary report to highlight the achievements of the Authority during 2016, which witnessed great activity, and many innovative projects and initiatives that contribute to sustainable development and building a prosperous future for the coming generations.

At the closing stages of the HR strategy in the federal government 2014 - 2016, the Authority achieved great accomplishments, including:

HR policies, legislation, initiatives and practices that enhance the competitiveness of the UAE.

We seek to:

- Develop human capital in the federal government
- Achieve UAE Vision 2021 and national agendas
- Shape the future of human resources
- Create solutions to increase productivity, and take into account the needs of the future generations
- Create a happy and stimulating work environment
- Achieve workplace harmony and promote employee loyalty
- Establish a culture of innovation and creativity in human resources
- Develop HR procedures, legislation and systems and transform them into an integrated and smart system
- Prepare and nurture human capital and talent in the Federal Government

In order to uphold the global competitiveness of the UAE, and achieve its aspirations in the fields of human resources, the Authority developed and launched a number of policies, manuals, studies, innovative projects, and awards on The Federal Government level, including:

- HR laws and regulations
- HR Management Information System in the Federal Government,



FAHR'S Council of Happiness and Positivity

“BAYANATI.”

- Smart Application (FAHR), and electronic Performance Management System
- E-Training and Development
- Job Evaluation and Descriptions System
- Rewards and Incentives System
- Strategic Workforce Planning System
- Employee Wellness Guide
- HR Dashboard

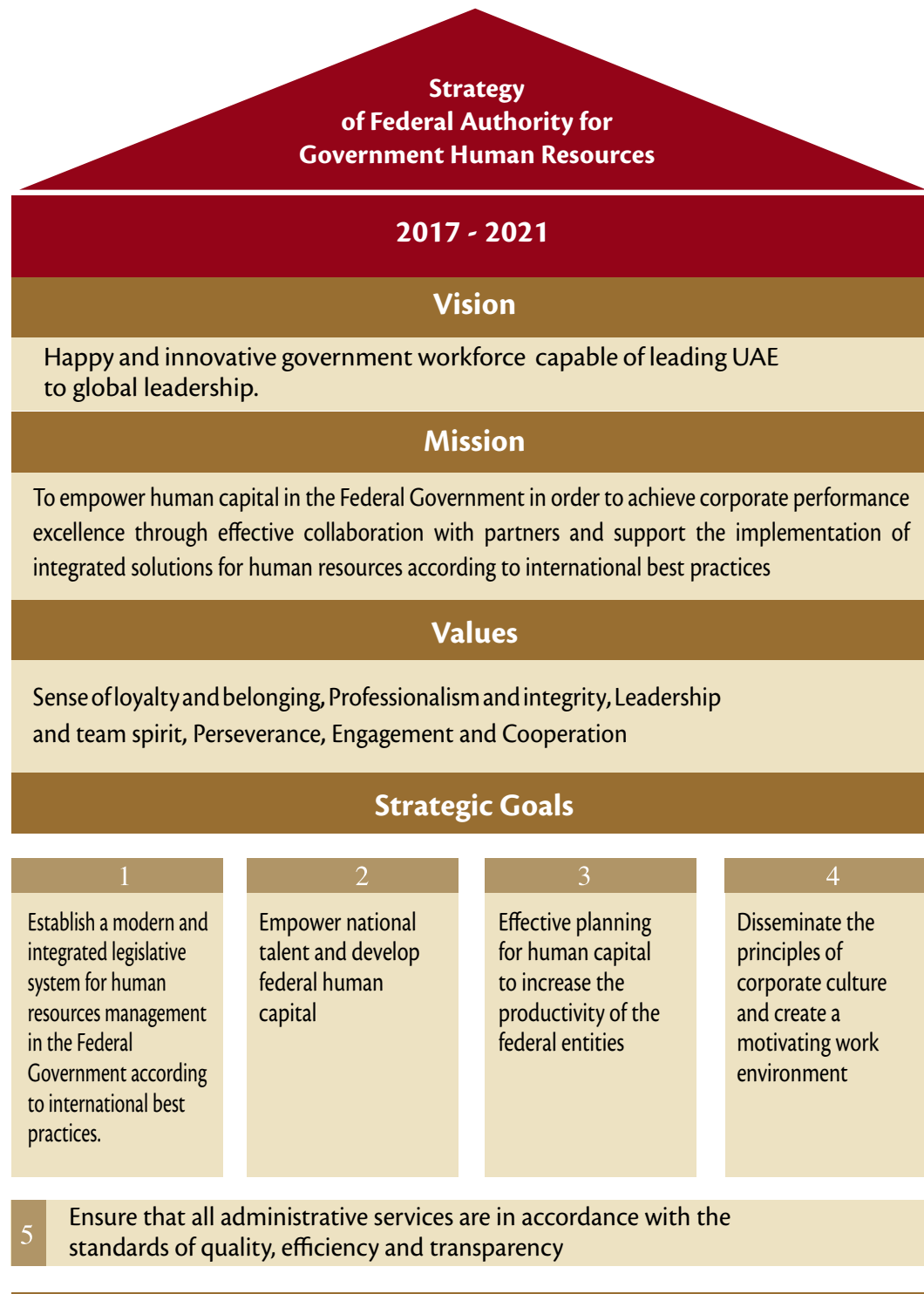
The Authority also launched:

- Occupational health and safety Manual in work environment
- SMART Goals Bank
- Training Programs Bank
- E-Employment System
- Ma'arif Initiative for the Federal Government's preferred training partners
- Discount program for Federal Government employees “Imtyazat”
- HR Club
- HAE HR Award
- Skills Bank and Electronic Forum
- HR Echo Magazine

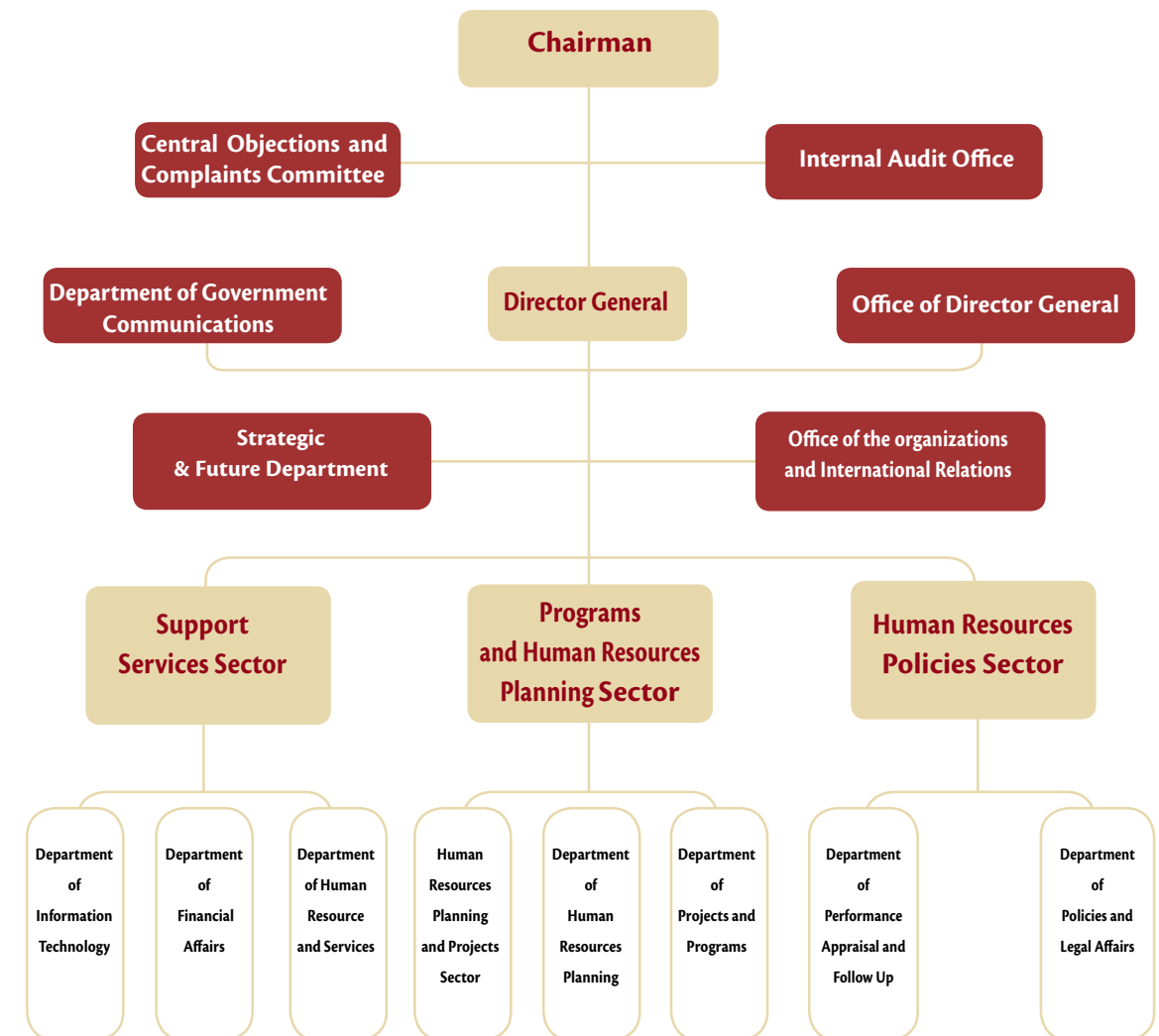
In conclusion, we extend our thanks to all those who contributed in or supported the successful preparation and implementation of the Authority's initiatives and projects.



To be one of the best countries in the world by 2021

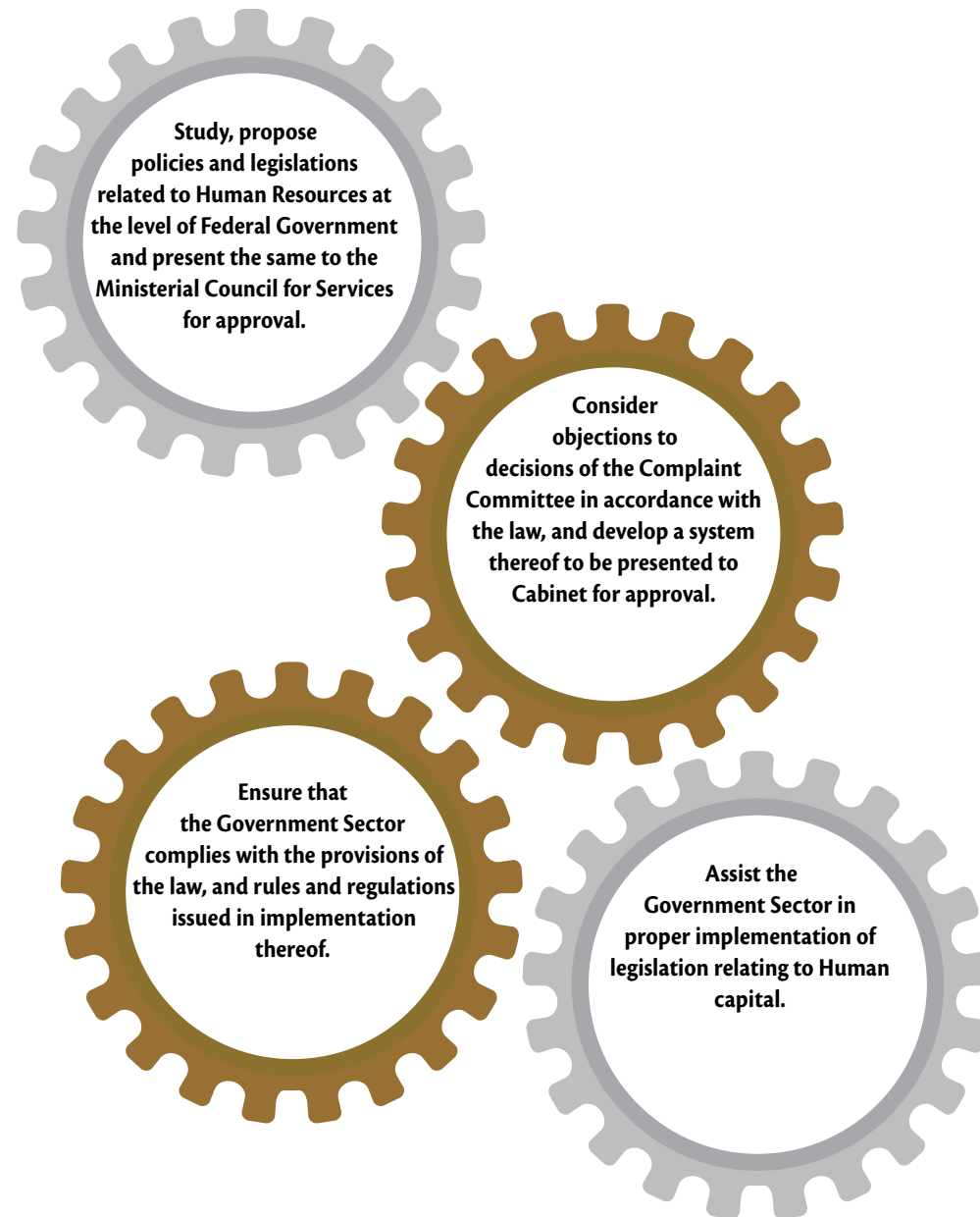


Organizational Structure of the Authority



Specializations of FAHR

FAHR were empowered and given the responsibilities related to the management of human capital in the federal government, mainly:



Any other specialization entrusted by the Cabinet.



جانب من بعض الورش التدريبية والتوعوية بدليل الصحة والسلامة المهنية في الحكومة الاتحادية
Part of the Health and Safety Guide Awareness Sessions



«الهيئة» ترعى قمة ومعرض الموارد البشرية 2016 في دبي

FAHR sponsors the Human Resources Summit and Exhibition 2016 in Dubai



جلسة عصف ذهني حول سبل تعزيز السعادة الوظيفية في الحكومة الاتحادية

A brainstorming session on ways to improve work happiness in the Federal Government



المدرّب والخبير العالمي فريد كوفمان في جلسة حوارية مع موظفي الهيئة

The internationally recognized expert Fred Coffman in a group discussion with FAHR employees



لقطة من حملة فحوصات طبية ضمن برنامج الرفاه الوظيفي في «الهيئة»

A snapshot of health checkup campaign in FAHR which is part of the wellbeing program



لقطة من تجربة الإخلاء الوهمي التي نفذتها الهيئة بالتعاون مع دفاع مدني دبي

A snapshot of the evacuation drill organized by FAHR in corporation with Dubai Civil Defense



لقطتان من فعاليات أسبوع الابتكار في «الهيئة»

Snapshots from activities during the innovation week in FAHR



جانب من أحد ملتقيات نادي الموارد البشرية

Part from HR Club Event



لقطات من مبادراتنا المجتمعية 2016

Parts of FAHR's CSR initiatives



شرطة دبي تطلع على تجربة الهيئة ومبادراتها الاستراتيجية

Dubai Police visits FAHR office to view FAHRs strategic initiatives



وفدان من المكتب الإعلامي لحكومة دبي وجمارك دبي يطلعان على أنظمة ومشروعات الموارد البشرية الاتحادية

The projects and programs of FAHR presented to official visitors from Dubai Media Office and Dubai Customs



Social Media Channels

Interactive platforms with the public around the clock

FAHR pays great attention to effective communication with customers and all stakeholders, especially the Federal Government employees through social networking sites.

It is making every effort to strengthen communication and cooperation with its partners, customers and the public through interaction via its accounts on social networking sites, such as YouTube, Anstgham, LinkedIn and Twitter.

20 thousand followers on Twitter

During 2016, the Authority's account on Twitter saw great mobility. On one hand, the account was documented and approved by the Twitter management; and the number of followers grew to over 20 thousand, on the other hand.

Since its launch in 2012, the Authority accorded paramount importance to the networking channel as an interactive platform with audience, and an awareness tool to publicize HR laws, policies and systems applicable in the Federal Government.

LinkedIn Page

FAHR launched in 2015 its own page on LinkedIn, and established a specialized electronic forum on this page, in order to create an interactive platform for dialogue on the most important topics and studies on human resources issues, as well as publish scientific articles about the latest research in the field of resources human, and the best international practices in this area. The gage provides opportunity to those who follow the

Authority's account on the professional network to share their views and ideas on these topics.

The number of those who follow the Authority account on LinkedIn grew to over 11 thousand by the end of 2016.

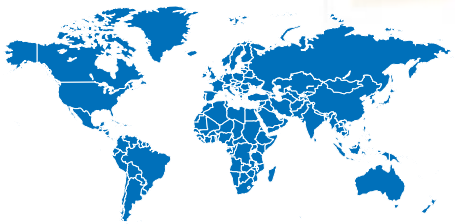
Our Website's New Look

The Authority launched its website: www.fahr.gov.ae in a new look, to provide quality services to users, as the new site makes it easier than ever before for employees and customers to access services, information related to human regulations, as well as vital initiatives and projects.

The new bilingual website (Arabic and English), is designed to give a functional, user-friendly and simple 'look and feel' impression you can find in a site, and contains pages displaying HR policies, legislation and systems at the Federal Government level, in addition to latest circulations and decisions issued in this regard. Initiatives and projects launched by FAHR, as well as its activities are showcased via the website, including statistics and scientific studies on human capital in the Federal Government, and other options and services, in the form of links a user can navigate through.

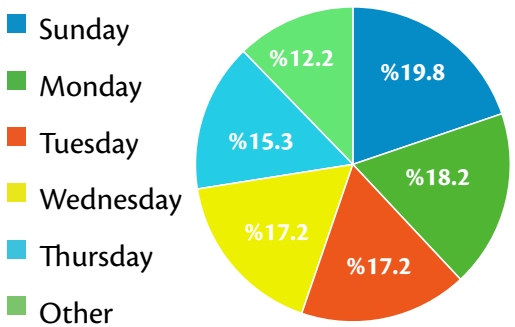
The site provides an interactive platform for the Authority's audience, where they can quite easily request legal advice on different topics and issues, technical support, and access FAHR accounts on social networking sites such as Twitter, Instagram, LinkedIn and YouTube. The site also provides opportunity for bloggers to present their views on a separate page which is continuously updated with topics and articles on human resources in the UAE and the world, both in Arabic and English.

During 2016, the Authority's site registered nearly 250 thousand visitors, 84% of them from within the country, focusing mostly on a number of main pages and corners such as: Media Corner, laws and regulations, HR Management Information System (BAYANATI), and Performance Management System for the Federal Government employees.



No. of visits	Country
United Arab Emirates	194.917
Saudi Arabia	9.231
Egypt	4.678
Algeria	2.149
Oman	1.798
Jordan	1.690
Qatar	1.577
Sudan	1.537
U.S.A	1.309
Iraq	978

% of visits during week days



Visit frequency	page
153.720	FAHR
24.782	Jobs/ FAHR
19.341	Job Ev. & Description
16.394	Imtiyazat
15.422	FAHR blogger React with us
14.734	Latest FAHR news updates
13.709	HR Law/ Legislation & manuals
8.705	FAHR Initiatives

Happiness Iftar Gathering

The Happiness Iftar Gathering launched by FAHR in 2012 is an event that has become an ongoing ceremony held by the Authority and a perfect opportunity that brings together employees and leadership, to review the latest developments, achievements, projects and future plans in a friendly atmosphere, as well as recognize outstanding employees.

Happiness and Positivity Session

Happiness and Positivity Session initiative is an innovative trend in human capital management, as it is based on involvement of employees in decision-making processes, thus helping to create a positive work environment, unlock employees' energies, and promote loyalty to work, higher levels of productivity and job satisfaction. It is held in a family-like atmosphere, to discuss matters related personal and professional life generally, and happiness at work in particular.

Happiness and Positivity Session aims to promote happiness, loyalty, and workplace harmony among employees.

Maqassart (Well Done) Initiative

Maqassart initiative was launched by FAHR in 2013 in the form of an electronic card of thanks and appreciation exchanged by the Authority employees of different departments and grades, to express their gratitude for the efforts made by their colleagues and their commitment to professional and ethical principles at work, as well as their appreciation for the constructive cooperation of all in upholding the Authority's image at the Federal Government level.

The Authority aims through this initiative to motivate the employees to pay more attention to the positive aspects of their relations with each

other, in order to create a work environment based on teamwork and performance drive culture, thus upgrading institutional work system in the Authority, and elevating levels of job satisfaction among employees.

Suggestions Program "Develop with Us"

FAHR is keen to continuously enhance employees' motivation and creativity through the launch of innovative initiatives. An example is the suggestions program "Develop With Us, introduced in 2012, which was linked at the beginning of 2015 with 'My Gov' suggestions gateway. The program receives internal and external proposals aimed at the development of work environment in the Authority.

The proposals are subject to study and evaluation by a specialized team from the Authority subject to endorsement and selection of useful ones. Nearly 370 internal and external suggestions were received through 'My Gov' suggestions gateway until the end of 2016.

FAHR celebrates International Women's Day

The Authority celebrated International Women's Day which falls on 8 May every year, by organizing a ceremony at its headquarters in Dubai. The ceremony featured honoring female employees on the occasion, presenting them with memorial gifts and congratulating them through SMS messages via BAYANATI System.

FAHR celebrates Emirati women's Day

The Authority also celebrated Emirati women's Day which falls on 28 August every year.

Image & Information Contest

The contest involves all FAHR employees in Abu Dhabi and Dubai. The idea is to post a question every day to all staff via the official email addresses, on a picture of a famous landmark around the world, or one of the traditional tools which was used in ancient times in the UAE. The aim is to motivate employees to read and search for information while attempting to answer questions associated with each image.

World Diabetes Day

FAHR marked World Diabetes Day which falls on 14 November every year, by organizing awareness and educational activities and medical examinations for employees, in cooperation with Dubai Health Authority.

Our Media Tools

HR Echo

The Authority released during 2016 the 4th and 5th issues of the specialized bilingual and biannual magazine "HR Echo" which was launched in 2014. The magazine which is published in English and Arabic is prepared in partnerships with globally recognized institutions in the field of human resources and the empowerment and development of human capital, such as the British Chartered Institute of Personnel and Development (CIPD); Boston Consultancy Group (PCG); Monash University in Australia; Duke University in US; the Association of Qualitative Research in UK; the Korean Institute for Officials Training (COTI); Gallup Com; AQR; IPMA; in addition to researchers and specialists in the field of HR management and development around the world.

By publishing HR Echo the Authority is seeking, to address the largest segments of customers, partners, the public, HR specialists and those interested in the growth, development and empowerment of human resources, not only in the UAE but also at regional and international levels.

Both hard and online copies of the magazine are distributed for free to more than 50 thousand readers inside and outside the state. The Authority has a huge database as part of the HR

management information system, "BAYANATI" and its accounts on the social media websites, mailing lists to a variety of partners and over 70 thousand readers within and outside the UAE. The magazing is available on FAHR website www.fahr.gov.ae, in both Arabic and English, and prospective readers may subscribe online.

HR Magazine

70 thousand readers and 68 issues

The Human Resources Magazine issued by the Authority on a monthly basis the first of its kind, not in the United Arab Emirates, but also in the region in terms of specialty and quality of content. It has become a platform that attracts HR professionals and those interested in human capital development locally, regionally and globally.

The magazine is making significant progress in the delivering its message and voice to all readers and those concerned with human resources issues, bringing the number of published issues to 68 up to the end of December 2016, with more 70 thousand readers.

The Arabic and English editions of the Magazine can be accessed and subscribed via website Authority's website: (www.fahr.gov.ae)

Zayed Humanitarian Action Day

FAHR marked Zayed Humanitarian Action Day which falls on the 19th of Ramadan every year, and launched, in collaboration with Bait Al Khair Society a campaign to collect in-kind donations from FAHR staff in the form of clothing, electronics and games.

(assistance) program sponsored by DHA. The initiative involves collecting contributions from institutions, societies and individuals.

The idea of the initiative is to establish a permanent fund; to collect donations of employees in Abu Dhabi and Dubai on a monthly basis, in order to allocate the proceeds to help the indigent patients in hospitals of Dubai Health Authority, to cover the costs of treatment, and purchase of medicines and assistive devices.

Five Community Initiatives in the Month of Ramadan

FAHR launched five community-based initiatives during the holy month of Ramadan involving all employees. The initiatives included Ramadan Umra, Contribute to Education, Iftar Sayem, campaign to collect in-kind donations, and Image & Information Contest.

Breast Cancer Awareness & Prevention

FAHR organized at its headquarters in Dubai, a campaign to spread awareness among female employees about breast cancer, its symptoms and prevention methods, in collaboration with Barjeel Hospital in Dubai, during October, the Breast Cancer Awareness Month.

Community-based initiative 'Sanad' to assist indigent patients

The initiative was achieved by FAHR during 2016 to aid the needy, in cooperation with Dubai Health Authority (DHA), under Mosaada

Winter Warmth Initiative

FAHR organized in 2016 a charity campaign under the Winter Warmth Initiative, targeting construction workers in remote areas. The campaign involved collecting donations from FAHR employees to purchase and distribute clothing and other necessities to protect workers from the cold of winter.

Events that create a sense of loyalty and belonging

The Authority has been interacting regarding all national and community, and seeks to engage employees in these occasions that embody the spirit of loyalty and belonging, and enhance national identity. Examples of these occasions include:

UAE National Day and the 45th Martyr's Day

FAHR celebrated the 54th National Day of the

United Arab Emirates, and Martyr's Day, which falls on November 30 every year. The ceremony started with flag-raising on Authority's buildings in Abu Dhabi and Dubai, amidst the national anthem and one-minute silence as a solemn mark of respect for the brave sons of the UAE who gave their lives in the service of the nation.

UAE Flag Day

FAHR also celebrated the UAE Flag Day, by organizing a ceremony featured raising the UAE Flag on top of buildings, playing the national anthem, and distribution of state flags to all staff.

Motivational Initiatives

The Authority is keen to create to promote a happy and positive work environment to encourage and motivate its employees and achieve excellence and success, and raise their skills and productivity. To this end several internal initiatives were launched with significant impact on employee happiness and satisfaction. The most prominent of these initiatives included:

dissemination of knowledge among employees, and motivate them to search and benefit from others' expertise and skills, through cultural events that will enable them to expand their knowledge and enrich their experiences on professional and personal levels.

Employee Wellness Program

The initiative aims to engage employees in the work environment, raise their job satisfaction and well-being. To achieve this objective, it organized many events and activities during 2016.

Employee wellness program includes four initiatives, with a set of activities and projects under each, namely: health initiatives, occupational safety initiatives, green environmental initiatives, and social and community initiatives.

Visit to Archaeological Sites in Umm Al Quwain

The visit took place in early 2016, in cooperation with the Antiquities and Heritage Department in Umm Al Quwain, as part of Employee Wellness Program and the Authority's efforts to enhance communication between staff, and introduce them to the cultural and historical heritage of the country. Employees were taken in a tour around Umm Al Quwain Center for Antiquities, and Al Dour and Sun-God Temple.

Launch of "Reading Club" initiative

The Reading Club initiative was launched in 2016 to reflect the Authority's strong commitment to establishing a culture of reading and

Football Team

In the same context, FAHR organizes periodic sports and entertainment programs for employees to participate in different events and activities, which received great reaction from employees. These include reserving a football stadium on a monthly basis in Dubai to organize football matches between staff.

Innovation as a work culture and lifestyle

FAHR has been keen to continuously improve and innovate its services through various initiatives and projects in order to enhance federal government's efficiency. In this context, it marked the UAE Innovation Week that extended from 20 to 26 November 2016 by organizing several events and internal innovative activities, including workshops and competitions.

Activates to mark the Innovation Week started by the launch of "My Innovation" contest held via a special portal on the Authority's website www.fahr.gov.ae, in which all FAHR employees, partners, customers, as well as employees of other federal authorities presented proposals that contribute to the development of human resources initiatives and systems in the Federal Government. More than 270 proposals were received focusing on three

objectives: development of services provided by the Authority, customer satisfaction and happiness, and strengthening partnership between the public and private sectors.

The Authority inaugurated the Happiness Corner, in the form of an attractive hall designed for holding events and recreational activities for the staff. It also organized series workshops on the future of the labor force in 2030, the growing role of robots in organizations, and a special presentation simulation-based training using the latest techniques used in training such as virtual training, in addition to organizing happy hour sessions. Activities also included two reading sessions, the first entitled "inventing the future", and the second "reading between fun and interest" in cooperation with the National Geographic channel.

Local and External Partnerships

The year 2016 saw many partnerships and memoranda of understanding concluded by the Authority with international institutions and other government and private organizations, recognizing the importance of these partnerships in achieving its strategic

objectives. The most important of these are MoU with Emirates Islamic, Dubai Military Human Resources, Etihad Airways, SLA with Abu Dhabi Statistics Center, two memoranda of understanding with Dubai Statistics Center and Kuwaiti Civil Service Commission.

Sponsorships and Participations

In 2016 the Authority participated and sponsored a great number of conferences and local, regional and global events specialized in human capital development. These included Arab Administrative Development Organization meetings in Casablanca, Morocco, meeting of Ministers of Civil Service in GCC states in Riyadh, meeting of directors of public

administration institutes states in GCC states in Riyadh, annual conference on HR in UK, AHRI Annual Conference, Australia, Second Meeting of the Public Employment Services in Ankara, International HR Conference in Seoul, HR summit and exhibition, and American Association Conference on talent development.

Humanitarian and Community-based initiatives

The Authority accords paramount importance to human work, and demonstrates commitment to promoting a sense of social responsibility among its staff, through encouraging them in humanitarian and community initiatives launched successively by the Authority or in which it takes part.

These humanitarian and community initiatives include, but not limited to:

"Imtyazat" Program for Federal Government employees

"Imtyazat" initiative was launched by FAHR in 2011 to offer discounts exclusively to federal government employees and their families, through coordination between FAHR and private sector companies. Partnerships are signed with these organizations to offer federal government employees and their families goods and services at reduced prices.

The initiative aims to support and motivate the federal government staff, raise their job satisfaction and workplace harmony, to create a work environment conducive to happiness, loyalty, and high productivity.

During 2016 FAHR concluded about 10 partnerships with private companies, benefiting employees in 57 ministries and federal entities, their families and retirees, and bringing the number of partnerships signed by the Authority under the initiative since its inception, to more than 90 partnerships.

For the full list of companies included in the program and discount rates offered exclusively to Federal Government employees, please visit the Authority's website: www.fahr.gov.ae.

FAHR celebrates International Day of Happiness & Mother's Day

The Authority marked the International Day of Happiness and Mother's Day, which falls on March 21 every year, by organizing a visit to Latifa hospital in Dubai, in coordination with Dubai Health Authority, during which flowers and symbolic gifts were distributed to patients and visitors, as well as friendly words.

World Health Day

World Health Day which falls on April 7 each year was celebrated by FAHR employees. They participated in the initiative launched Noor Dubai Foundation and the Permanent Committee of Labour Affairs in Dubai, to conduct early eye screening for 100 workers in Dutco Balfour Beatty Group in Dubai.

International Workers' Day

The Authority launched a community-based Initiative on the occasion of International Workers' Day, jointly with the Ministries of Infrastructure Development, Economy, and Climate Change & Environment, and in collaboration with Noor Dubai Foundation and the Permanent Committee of Labour Affairs in Dubai. The initiative was inaugurated by a field visit to a factory in Jebel Ali, Dubai, where healthy meals and cold drinks were offered to factory workers.

Legal Consulting Team

The legal consulting team was set up by FAHR in 2010, in order to raise awareness of ministries and federal entities and employees about HR laws, systems and policies in the federal government. It is aimed at creating a sound legal culture about legislation, policies and regulations applicable to human resources the federal government level, by responding to employees' queries related to legal issues.

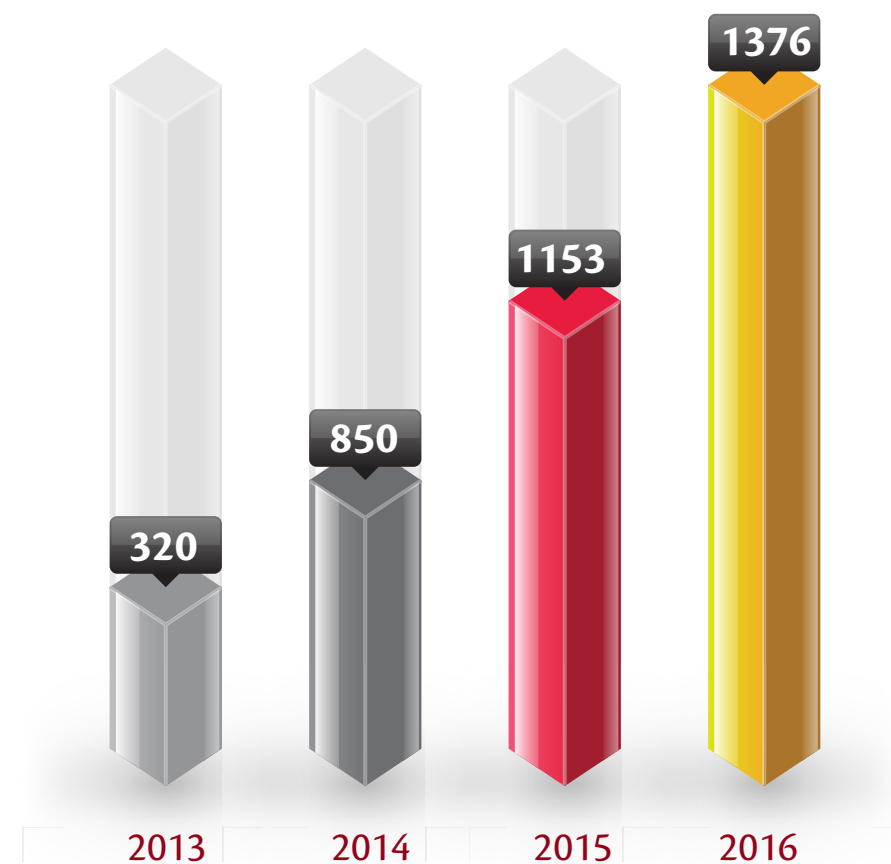
To facilitate communication among federal ministries and entities wishing to obtain legal advice with the legal consulting team, FAHR created 10 communication channels. These channels include the online website of the Authority: www.fahr.gov.ae, email address, smart applications, "Remedy" System", the human resources automation system

(OPA), legal clinics, live chat, which aims at providing direct contact with all employees with the feature of immediate response to enquiries in addition to the free toll number 600525524 and fax 04/2953444.

During 2016 the Authority launched a new channel for legal advice request by HR departments in ministries and federal entities via the Electronic Support Service Desk, a sub-system of the system of BAYANATI.













The legal consulting team responded to 1376 legal advice requests during 2016, 22% of which were on bonuses and allowances, compared to 20% on leaves, while promotions and contracts accounted for 12% of total inquiries.

Number of Consulting Services Provided in 4 Years



12 Communication Channels to Connect with the Team

To facilitate connection with Consulting Team members, FAHR created 12 communication channels:

		
Smart Application FAHR	Email: info@fahr.gov.ae	Website www.fahr.gov.ae
		
Social Media twitter	Automation system (OPA)	BMC Smart Reporting (Remedy)
		
Legal Clinic	Awareness Messages (An eye on – Did you know?)	Official Correspondence
		
Fax 04/ 2953444	Toll Free Number 600525524	Live chat

International HR Conference 2016



Under the patronage of H.H SHEIKH Hamdan
bin Mohammed bin Rashid Al Maktoum Crown Prince of Dubai

FAHR seeks to empower human capital in the federal government, and to meet their needs and requirements, through the launch of several initiatives and projects that address this issue.

The International Human Resources Conference is one of the most important initiatives, as an ideal platform for sharing the best practices and experiences at local, regional and international levels in the field of human capital management and development, in addition to its role in highlighting the most important issues in this vital area, how

to deal with challenges, and develop appropriate solutions to overcome them, towards enhancing government efficiency and preparing for the future.

Nearly 30 speakers and over 500 experts specialized in human resources from 10 countries participated in the Conference, in addition to those interested in the field of human resources, a number of ministers of civil service & administrative development in GCC countries, and senior human resources officials in the government and private sectors in various countries around the world.

Round-Table Session in the Sidelines of the World Government Summit

FAHR organized in early 2016, in collaboration with the Prime Minister's Office, and in the sidelines of the 4th session of World Government Summit

On HR in Dubai, a round-table session on civil service and human resources in Arab region under the title: 'Solutions to improve productivity of HR and quality of public services'.

The session focused on two major topics: 'Productivity' and 'Smart services need smart competencies'. It discussed many areas related to human resources and development in the region including productivity of the public sector, managing human resources challenges in the public sector, and quantitative employment compared with attracting talent.

Legal Forum

The idea of the forum is to hold weekly meetings including members of policy & legal Affairs at FAHR and representatives from HR departments and legal Affairs in a certain number of ministries and federal authorities at a time, in order to familiarize them with the services provided by legal consulting team in FAHR, as well as tools and channels of requesting

such services by employees and HR departments in their respective ministries and federal bodies.

The forum provides an opportunity to listen views of the ministries' representatives on how to improve the legal advice provided by the legal consulting team in FAHR, and ways to enhance legal awareness among federal Government employees.

Annual Meeting of the Authority's Strategic Partners

During the meeting, participants reviewed the Authority's achievements on the federal government level over the previous two cycles of HR strategy 2011 - 2013 and 2014 - 2016, and projected strategic plan for 2017-2021.

The forum features brainstorming sessions, during

which participants discussed future trends and their impact on the reality of human resources. Discussion was focused on the following topics: institutions and leadership, productivity, innovation, jobs and talent, customer services, systems and legislation, technology and information.

Launch of Professional Competency Framework

Launched by FAHR in 2016, and includes 99 professional competencies related to 20 job family, in order to define knowledge, skills and capabilities required to carry out job duties and responsibilities in the ministries and federal agencies, as well as identify expected results of the human resources efforts, and the way to carry out these activities.

A Professional Competency Manual was prepared to help guide the superiors and staff in identifying the concept and application of competencies,

which would help staff to acquire and develop the knowledge, skills and capabilities required to perform their job duties properly.

The framework is designed to determine the competency standard for all employees of the federal government in order to achieve the strategic objectives for all ministries and federal agencies, and build a constructive culture of work conducive to high productivity.

Guide for Talent Attraction, Recruitment & Retention

The Guide was prepared by FAHR to assist HR departments and immediate superiors in the ministries and federal bodies in carrying out their duties by developing their potential regarding this important aspect of talent management.

The project comes to confirm the Authority's

keenness to create competitive working environment in the Federal Government and make creativity a critical competitive advantage through attracting talent and expertise in various fields and disciplines, which would add value to the UAE's labour force across various sectors, particularly at the level of government efficiency.

HR Club



نادي الموارد البشرية
Human Resources Club

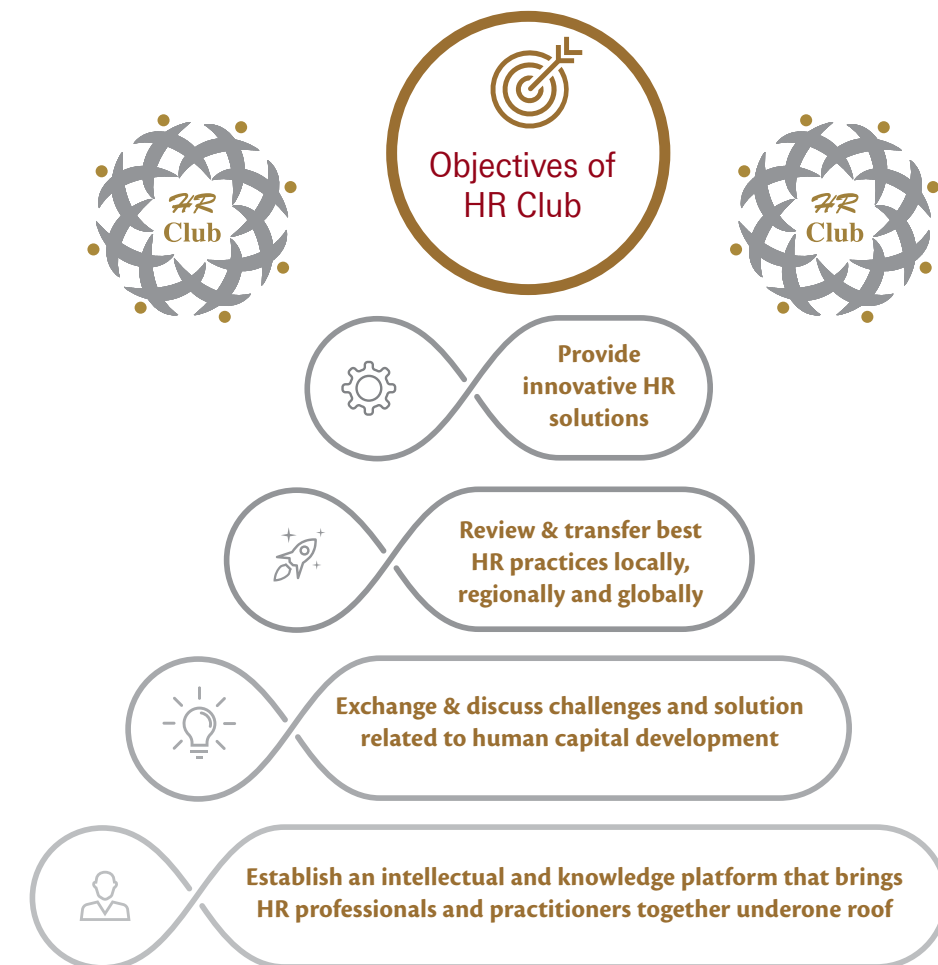
The Human Resources Club, is one of these major initiatives, launched in 2010, with the objective of developing and empowering human capital, and to provide a platform that brings together human resource professionals and practitioners in the public

and private sectors under one umbrella, to exchange knowledge, ideas, experiences and solutions that would enhance the employee competencies and promote the role of human resource departments in order to bring about the desired change.

The Club aims to create an intellectual and cognitive communication between human resources professionals and public administration officials in the UAE, and to exchange views and discuss the challenges and solutions relating to issues of public administration and institutional services at various work sites. In addition, it seeks to transfer experiences and best practices among managers, specialists, experts, researchers and those interested in the development of human capital, locally,

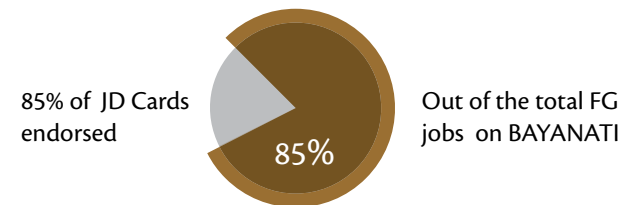
regionally and internationally.

During 2016, the HR Club, whose membership has grown to over 12 thousand, held 5 forums which discussed important topics, namely Emirates Islamic, a People Driven Success Journey, Innovative Solutions to Meet Institutional Challenges, HR as partner in creating a better working environment, Workplace Happiness, and Younger Generations in the Work Environment

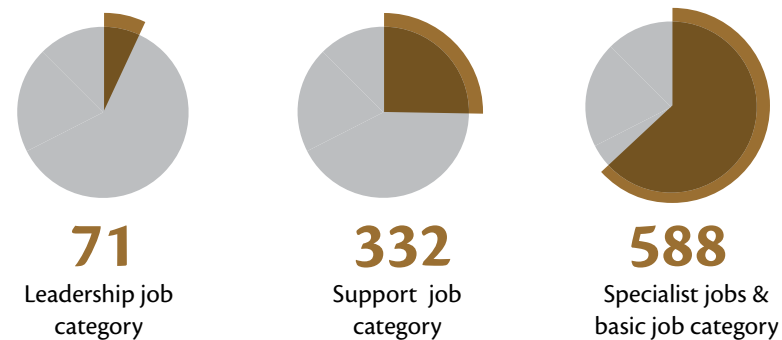


Evaluation & Description of 85% of Federal Government Jobs within BAYANATI System

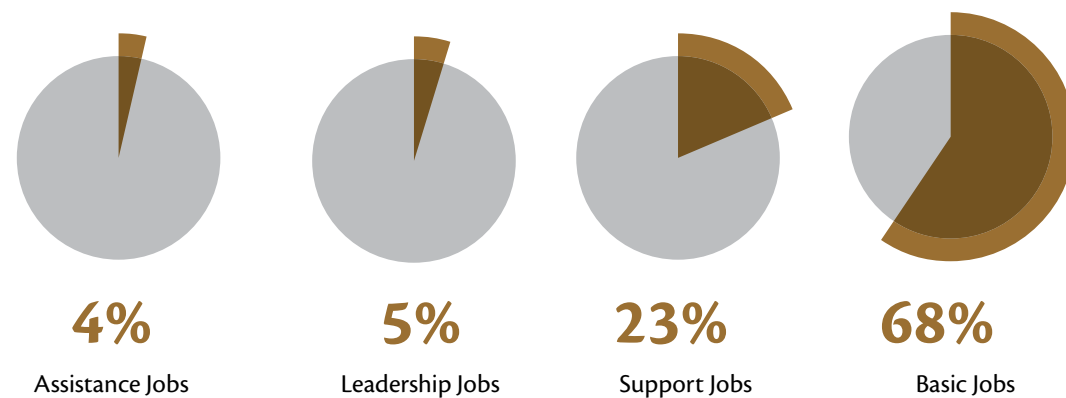
The Federal Committee for Job Evaluation & Description (FJED) in the Federal Government has finalized 85% of the task since its formation until the end of 2016, and is planning to evaluate and endorse 1206 jobs in 2017.



1027 JD Cards Endorsed



Federal Government Jobs



Launch of HR Dashboard

To provide timely and accurate human resource metrics and correct information that reflect the current status of human resources at the federal government level, and to inform future planning and decision-making, FAHR introduced in 2016, the HR Dashboard for HR enablers, in cooperation with the Prime Minister's Office.

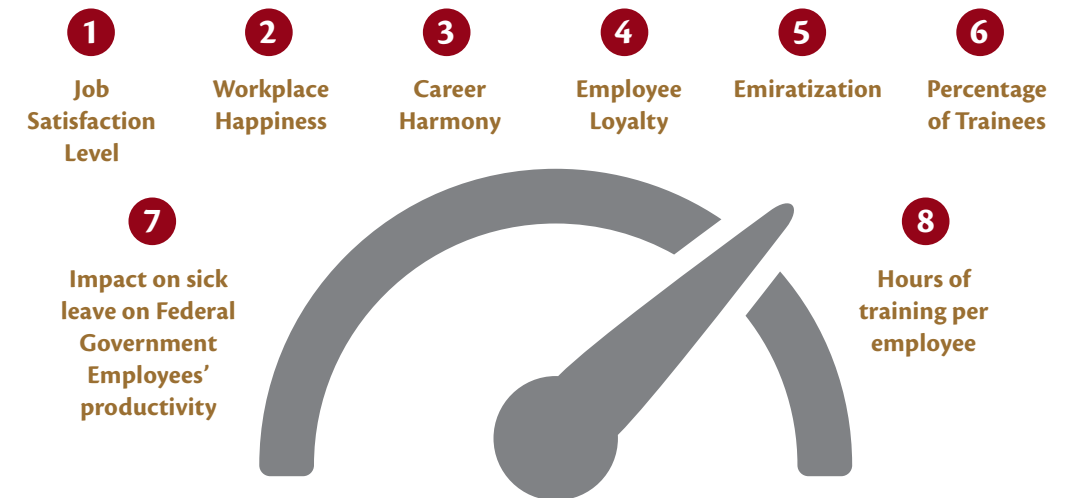
The new dashboard includes four main features: finance, operations, education and growth and

customer experience, with 16 indicators, or four indicators for each feature. A federal entity can be able to know how to achieve the desired results, and also its position compared to other entities in this respect by viewing clear graphic presentations online.

It is simple to use and can display indicators and results in detail at anytime and anywhere, whether at work or outside the office.

20 HR Enablers - 8 Strategic

The system was introduced in 2015 to provide a standard methodology for ministries and federal authorities to stimulate the



Studies and Reports

The Authority issued many papers and periodic studies to support decision-makers in the federal authorities with regard to human capital. The most important of these studies include: demographic characteristics of future workforce in the federal government (generations), disabilities-friendly work

environment in the federal government, workplace gender balance, salary ceiling for some specialized jobs, a comparative study on national graduates and jobseekers, experts and advisers contracts, special contracts, military retirees, and comparative study on salaries in federal government sector.

Ma'arif in Figures



1500

Training courses organized by FAHR for Federal Government employees since inception of Ma'arif initiative until end of 2016, in coordination with FAHR preferred training partners, 550 of them in 2016

16000

Employees working for ministries and federal entities attended the training programs

360

Applications were received by FAHR from training providers wishing to join the initiative. 165 applications were accepted and work is under way to select more as per clear criteria to improve training quality in the Federal Government

Job Evaluation & Description System (JEDS)

The system was introduced in 2014 as one of the best global practices in HR development, in line with the Authority's efforts to keep up with the latest trends in job description and human resource management.

The system aims to link evaluation outcomes to schedule of grades and salaries, in order to determine grades for various jobs in a logical and fair manner, regardless of job titles, as well as create appropriate titles to reflect the actual roles and responsibilities, to

achieve standardization of job titles across the federal bodies which are subject to this system, as well as build, develop and update a reliable database of job descriptions, titles and families for all federal entities.

Since its formation in 2014 until the end of 2016, the JEDS Committee endorsed nearly 80% (950) of job description cards in the federal government, 323 of them support and assistance jobs, 556 basic and professional and 71 leadership jobs.



Ma'aref Initiative For Federal Government's Preferred Training Partners



"Ma'arif" Initiative's Strategic Objectives



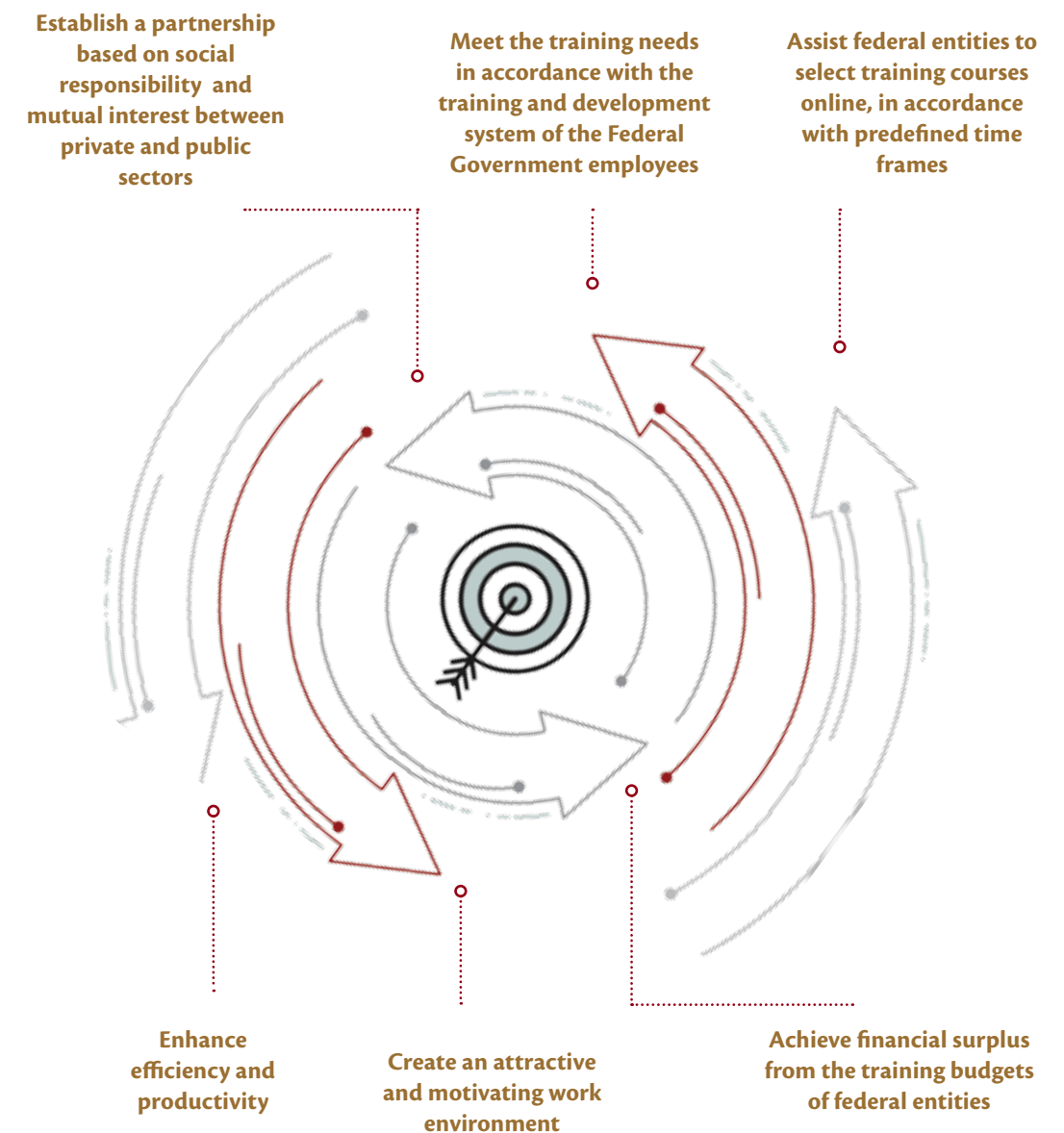
Ma'aref Initiative aims to: "Ma'aref" was launched in 2013 as one the vital strategic initiatives and a first of its kind in HR development. It aims to build partnerships with the best training providers in the UAE for the federal ministries and entities to take advantage of their training programs at competitive prices.

Ma'aref initiative is in line with the UAE Vision 2021, and its national agenda, and supports the implementation of the human resources strategy in the Federal Government, which is based on creating a qualified human capital capable of achieving global leadership pursued by the UAE Government.

The initiative aims to establish a partnership based on social responsibility and serving the mutual interests the government and private sectors. Guarantee providing high quality training for nearly 98,000 employees working in 56 ministry and federal entity. Meet the training needs in accordance with the training and

development system of the Federal Government employees. Achieve a financial surplus from the training budgets of federal entities, and serve the maximum number of employees. Enhance the competence and productivity of the Federal Government, and create a favorable business environment therein. Assist federal entities to select training courses online, in accordance with predefined time frames.

Since the launch of "Ma'aref" initiative until the end of 2016 the Authority held, in cooperation with its training partners about 1,500 free training courses for the Federal Government employees, 550 of them during the 2016. More than 14 thousand employees attended these courses and the Authority received 360 applications from training providers to join the initiative and selected 165 of them. Work is underway to choose more in accordance with the standards developed and updated in order to raise the quality of training services in federal entities



Rewards and Incentives System for Federal Government Employees

The system was introduced in 2015 to provide a standard methodology for ministries and federal authorities to stimulate the outstanding human resources based on performance levels.

The system applies to all employees of different grades and types of contracts in the ministries or federal agencies, who meet the criteria and conditions. The project comes in the framework of an integrated HR systems, legislation, and initiatives in the federal government aimed at motivating employees, enhance performance, increase productivity, and ensure happier employees and customers alike.

The new system is a complement to Performance

Management System based on rewarding innovation and outstanding achievement, and provides opportunity for ministries and federal agencies to invest their resources to honor the staff and appreciate their efforts, which enhances the competitiveness of the federal government to be an attractive environment for national human resources.

The system comprised three types of rewards: cash bonuses and annual incentives. With respect to monetary rewards the system is divided into seven categories: Exceptional Employee, Creative Employee, Testahal Employee, Social Employee, Distinguished Employee, Anonymous Soldier, Service Employee, and External Partners.

3 Award Types:

Monetary award | 01

Includes the following categories: Exceptional, Creative, Testahal, Outstanding, Social employees, in addition to anonymous soldier, from among service employees and external partners

Annual Award | 02

Employee is eligible after staying at least one year in service and attaining (Significantly Exceeds Expectations, or Exceeds Expectations) as per performance management system

Incentives (Other Awards) | 03

It is the kind of rewards and bonuses that is giving to the employees who contributes to the exceptional organizational achievements, and it requires them to have been at least rated as outstanding performers, as governed within the approved federal performance management system.

The Online HR Forum in the Federal Government

The electronic HR Forum launched in 2015 acts as an umbrella that brings together all those interested in human resources and human capital development issues in the UAE and worldwide to exchange experiences and views on topics related to the development of human capital and global best HR practices.

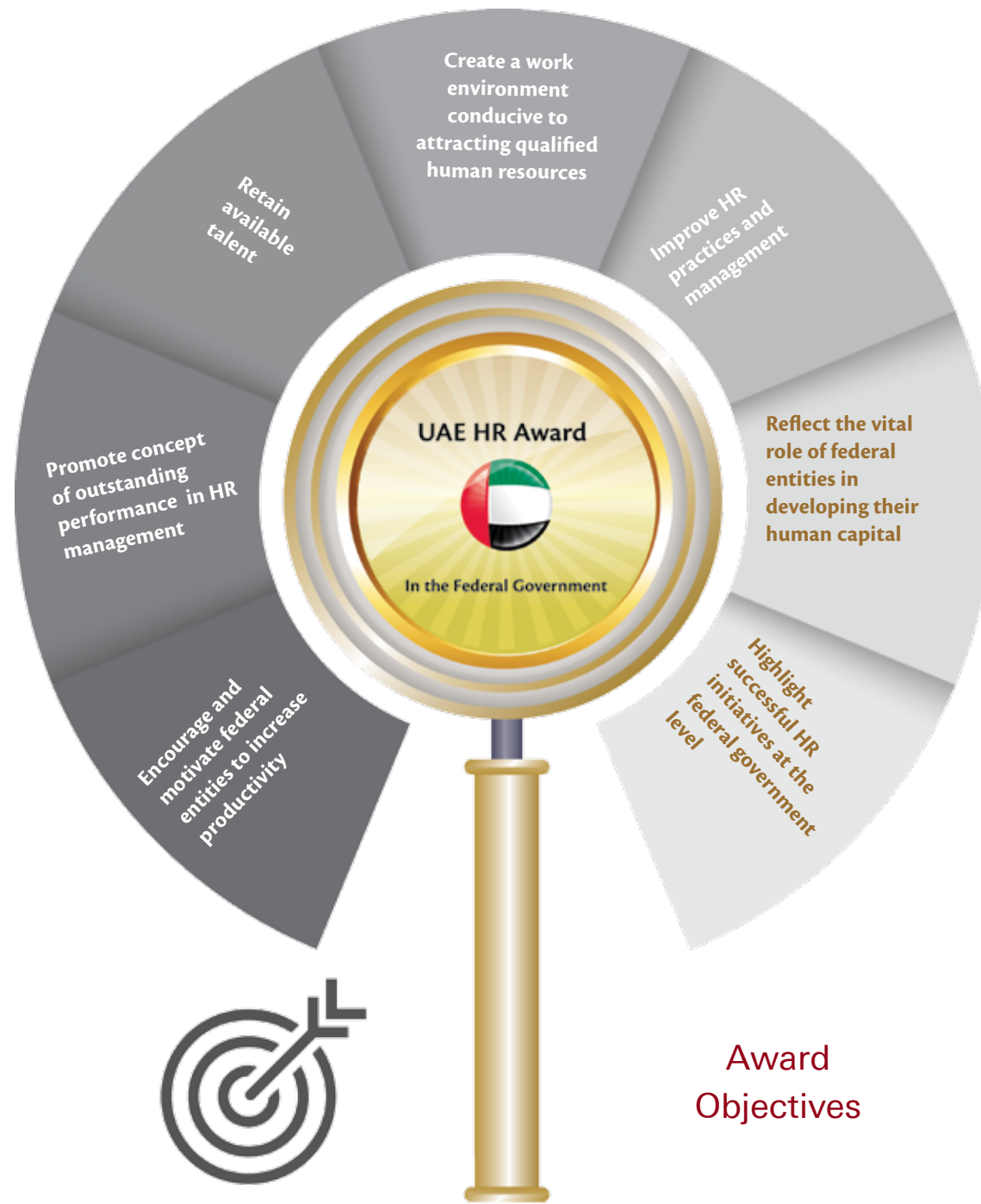
The Forum project showcased on FAHR page on LinkedIn is an ideal platform for a constructive dialogue on the most important topics related to human resources and human capital, and an

opportunity to highlight successful experiences and practices in the field of human resources management, such as recruitment, training and development, performance management, rewards, etc.

It has proved to be a successful project in a short period of time, with the number active followers reaching 2500, to discuss nearly 30 topics related to human resources. The number of those who follow the Authority account on LinkedIn exceeded 11 thousand at the end of 2016.

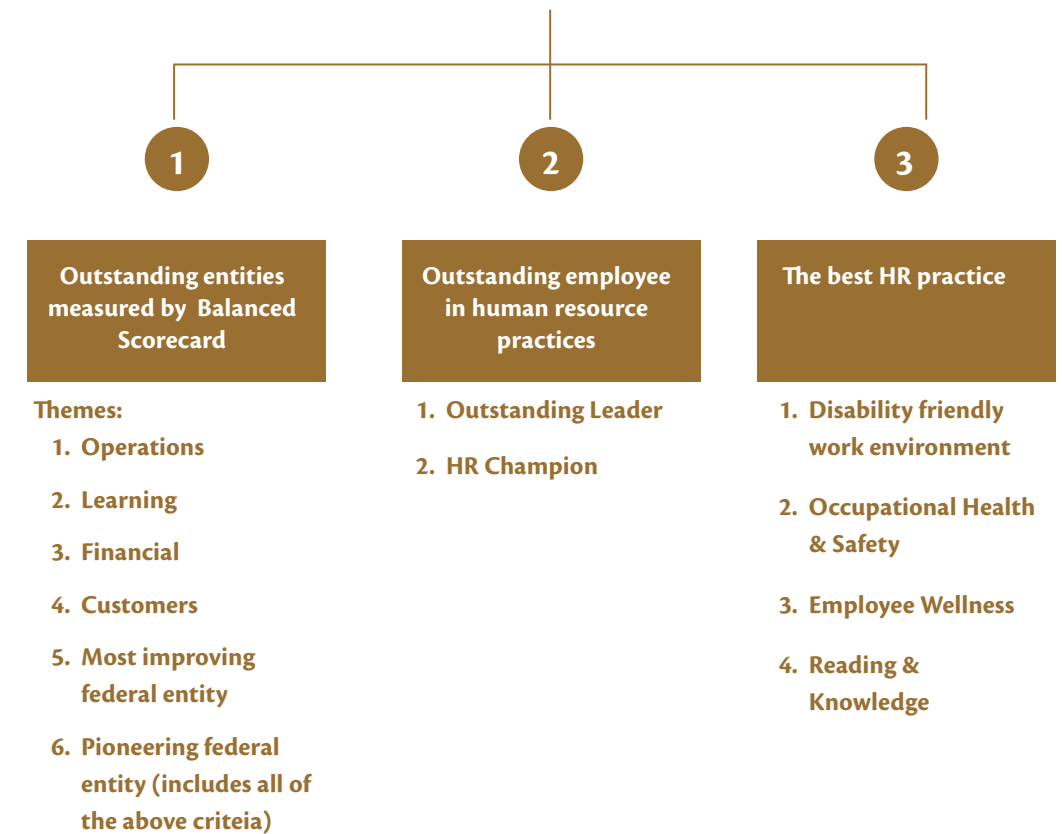
Most important topics discussed via the Electronic Forum





UAE HR Award

The UAE HR Award in the Federal Government comprises of three categories:



Launch of Training Programs Bank

The project was launched in 2016 and aims to enable the ministries and federal entities operating BAYANATI system applied in the federal government, to choose courses that best suit their needs electronically in an innovative and easy manner.

The Training Programs Bank allows the 38 ministries and federal entities operating BAYANATI system the opportunity to choose

training courses and programs that fit their needs, by a click on the individual development plan for each employee on Training and Development icon.

Moreover, it is intended to improve the quality of e-learning system in the federal government by ensuring a diverse menu of training programs to help ministries and federal agencies in developing their own annual training plans.

UAE HR Award

In line with its ongoing efforts to entrench the principles of leadership and competitiveness and reward achievement in the federal government, FAHR launched in 2014 the UAE HR Award in the federal government under the patronage of His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs and Chairman of the Ministerial Council for Development, to honor outstanding ministries and federal entities in empowering employees and are committed to applying HR legislation and systems.

The Award is one of the most effective recognition methods at the national level in the area of government human resources. It will act as an important motivation for human resource departments in the federal government institutions, and is expected to play a significant role in recognizing high-achievers, retaining national talent, rewarding creative ideas and initiatives, as well as assist in dissemination and exchange of successful experiences and practices

The Award consists three categories of winners among competing federal entities:

1. Outstanding federal entities

measured by four strategic themes according to balanced scorecard, which include operations, learning and growth, customer service and finance. The same category will feature honoring the distinguished federal entity in the field of human resources generally at the Federal Government level

2. Outstanding employees (HR leader and HR champion)
3. Best HR practice (disabilities-friendly work environment, occupational health and safety, well-being at work, reading and knowledge)

Mansour bin Zayed honors winners of the second Award edition

During 2016, His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs and patron of the Award honored winners of the second edition of the Award, in a ceremony, which was organized by FAHR and attended by His Highness



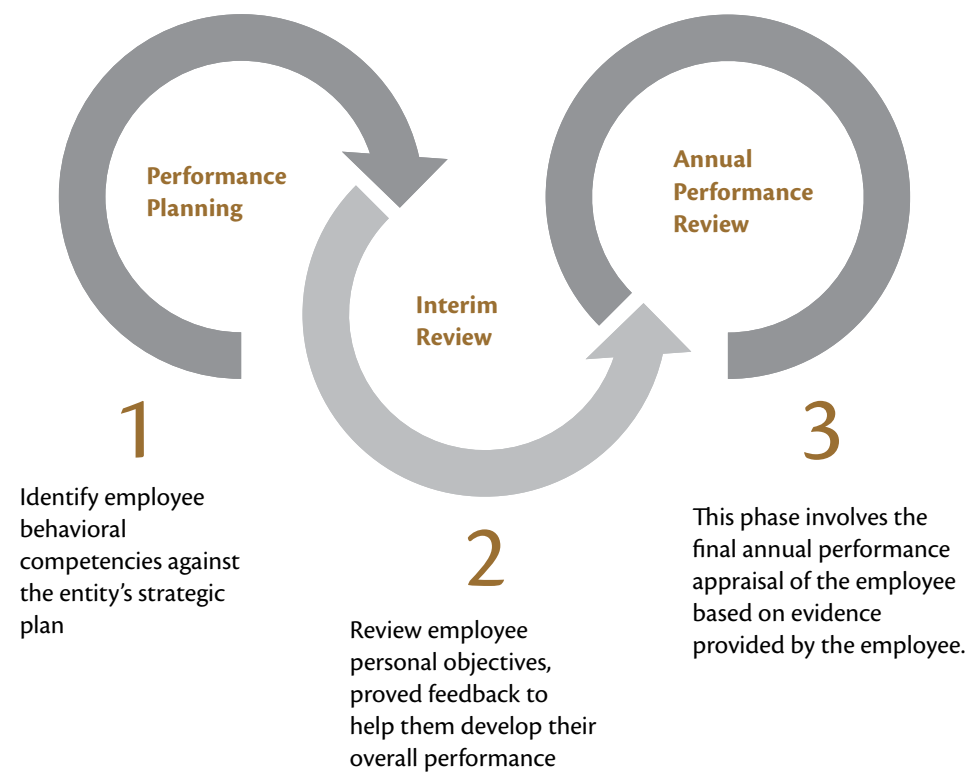
Our competent and qualified human capital is the key to our progress and the right resource to accomplish the leadership aspiration, UAE's vision, and national agenda as well as the road to a sustainable economy in an oil free country

His Highness Sheikh Mansour bin Zayed Al Nahyan

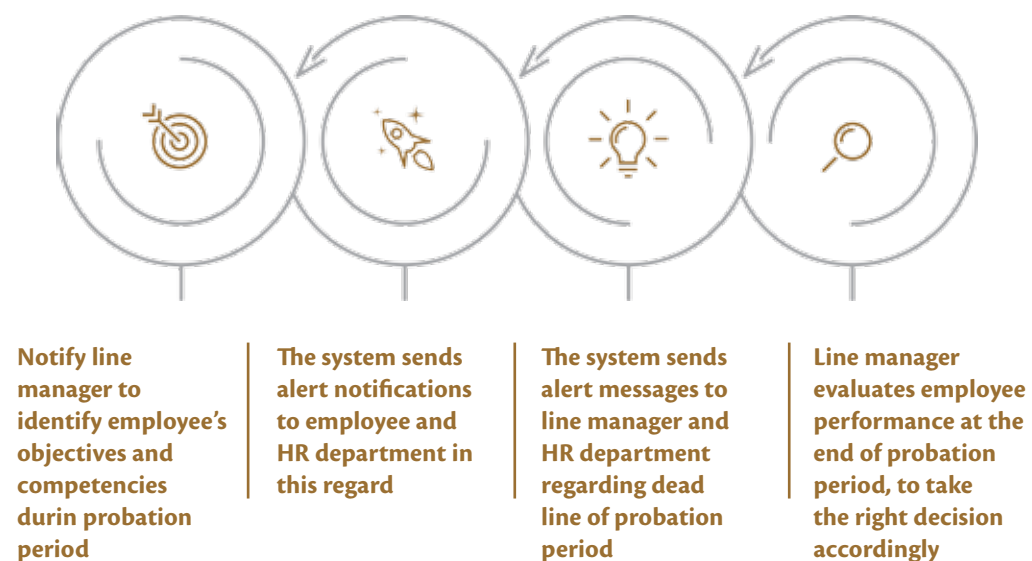
Deputy Prime Minister and Minister of Presidential Affairs

Chairman of the Ministerial Development council

Phases of Employee Performance Management Cycle



Electronic New Employee Performance Appraisal



SMART Goals Bank

FAHR launched during 2015, the SMART Goals Bank consisting nearly 201 support and assistant services jobs at the Federal Government level.

The SMART Goals Bank is intended to benefit the ministries and federal entities operating Human Resources Management Information System in the federal government "BAYANATI". These goals which have been assigned descriptions and classification, help improve and

standardize formulation of goals for all support jobs, and ensure their measurability.

The Bank which includes nearly 1000 goals integrates with Performance Management system for federal government employees, and contributes to creation of a unified database of support jobs in the ministries and federal entities. FAHR has defined support job goals electronically via BAYANATI system

Training & Development System

Training & Development System, which was launched by FAHR in 2012 aims to provide federal government employees with necessary skills and competencies, in order to enhance the overall performance through setting personal development plans and helping ministries and federal authorities with adequate development methods. The System incorporates different forms of training, including training courses, study leaves, job rotation, secondment, loan, job shadowing, conferences and seminars, and career succession.

The System is one of the most outstanding and ambitious initiatives stemming from the Authority's strategy and represents part of integrated set of HR policies, legislation and regulations, based on international best practices. It has been developed to establish a new culture in the work of the Federal Government institutions and bridge the gap between current and target performance, and achieve the objectives outlined in Performance Management System.



Amendments to some Articles of Human Resources Law

The Year 2016 saw an exceptional event in terms of HR legislation and policies in the federal government. His Highness Sheikh Khalifa bin Zayed Al Nahyan "may God protect him," issued late last year, Federal Decree Law No. 17 of 2016 on the amendment of certain provisions of Federal Law by Decree No. 11 of 2008 on Human Resources in the federal government, as amended by Federal Decree Law No. (9) of 2011.

The new Decree amended 22 basic Articles of the Federal Law by Decree No. 11 of 2008 on human resources in the federal government, as amended. This amendment is the third of its kind in Human Resources Law in the Federal Government within 8 years, so as to keep up with the dynamic developments in the United Arab Emirates, and in line with business requirements.

Online Employee Performance Management System (EPMS)

Employee Performance Management System (EPMS) in the Federal Government is one of the most important initiatives and best human resource development practices applied in the federal government. The system is aimed at linking employee individual goals to organization's objectives, and accordingly to human resources strategy in the federal government and UAE Vision 2021. It is a process whereby an employee's performance is evaluated against set objectives and key performance indicators, and is used to reflect the whole process of planning in the federal entity and ensure justice, transparency and equality in treating all employees. The system, which was launched in early 2012 at the federal government level seeks to link performance to reward and improve the productivity of employees, by aligning annual performance appraisals with the objectives of the Federal Government, and matching the strategic goals of the Federal Government at institutional

and individual levels. The system also aims to encourage individual accomplishments, within a spirit of teamwork, develop and promote a culture of life-long learning, increase opportunities for career development, to enable the Federal Government agencies to identify and recognize high performance employees, in order to achievement Government Excellence. In addition, the system is envisaged to lay the foundations for a clear measure of the actual contributions to the achievement of the strategic objectives of the Federal entities. In 2016 FAHR launched a new e-service for appraisal of newly appointed employees electronically as part of EPMS through BAYANATI System. FAHR also succeeded in linking the impact of sick leave on productivity in the Federal Government with the results of electronic Performance Management System for the Federal Government employees via BAYANATI system.



HR Smart Application 'FAHR'

The importance of Smart App 'FAHR' lies in the fact that it facilitates application and implementation of human resource procedures for employees of ministries and federal authorities, thus serving 57 federal entities and providing 26 services (7 basic and 19 sub-services).

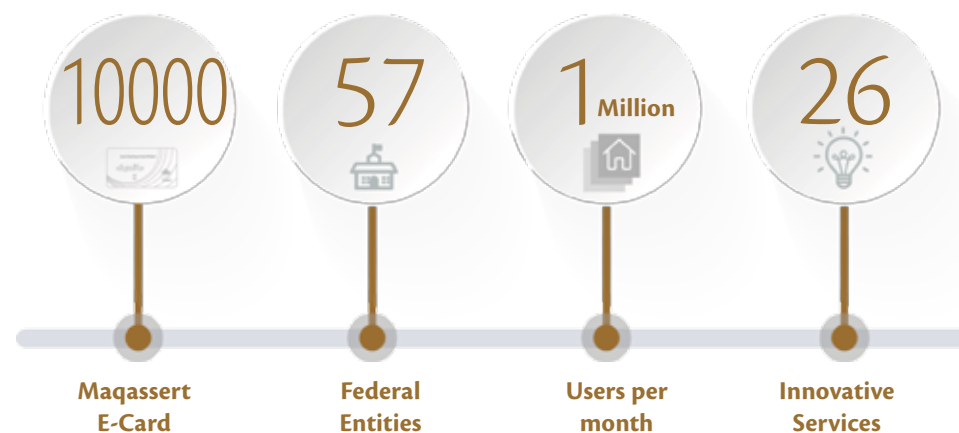
The application provides a package of important services, most notably the services provided by HR Management Information System in the federal government, "BAYANATI" whereby employees can complete HR transactions on their own and access all data and information.

Among the services provided by the Smart App FAHR, are those linked to the self-service for human resource "BAYANATI" system, that allows BAYANATI system users to apply for leaves, check the leaves balance, exit permits, view pay slips, request to whom it may concern letters, update information and other services through a web browser and also through FAHR mobile application.

Other systems and initiatives offered by Smart App FAHR to the Federal Government employees and customers: Federal Government's preferred training partners initiative "Ma'aref", "Imtyazat," program offering special discounts for Federal Government employees, legal consulting requesting program, federal government employees network, and latest circulars and news updates.



Our Smart App in Figures



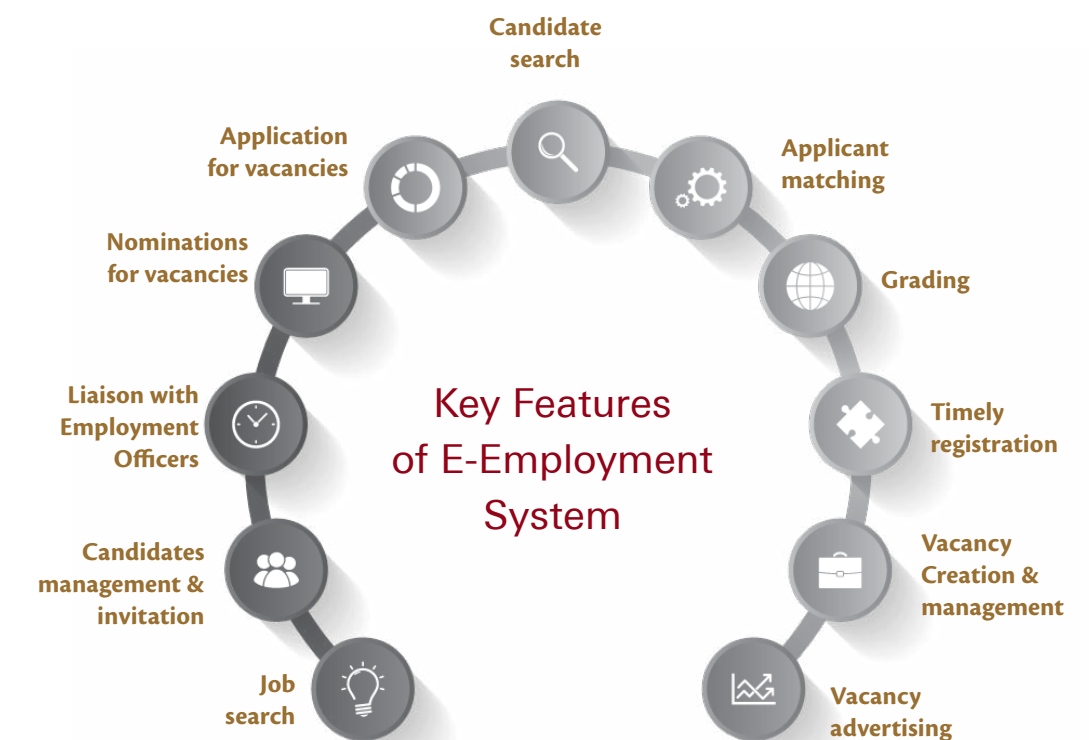
Electronic Employment System

E-employment system is an integrated network system for recruitment cycle in federal ministries and entities through BAYANATI. It provides automation of all stages of employment procedures in the federal entities, with the objective of reducing the cost of the process and increasing its efficiency and speed.

It enables human resources departments in federal ministries and entities to manage the recruitment process through a network browser and simple self-service online pages, thus saving time and effort for human resources department's employees, and enabling them to enter data of all applicants on their own. The system was launched in 39 ministries and federal

entities, and is used by 16 employment officers in the Federal Government institutions.

The system also allows employees of federal ministries and entities to create their own personal accounts within the system through filling out forms containing basic data such as name, e-mail address and phone number, and then upload their own resumes, copies of qualification and experience certificates. She noted that the system will send them electronic notifications through their registered e-mail, in the event of a vacant job commensurate with their experience and academic and practical qualifications.



Key HR Electronic Systems of BAYANATI



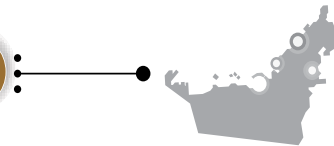
Innovative HR Projects & Systems

Predictive Reports

Explore demographics of federal government employees based on BAYANATI employee data



06



Premises Leaves

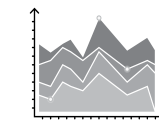
Connect with concerned entities regarding Premises Leaves



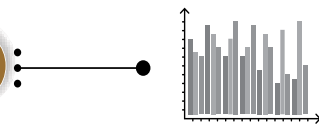
05

Organizational Structures

Create a feature for entering and reviewing ministries and federal entities' organizational structures

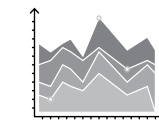


04



E- Signature

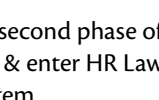
Provide electronic signature for different BAYANATI documents



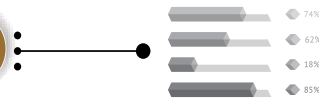
03

2nd Phase of Smart App

Launch the second phase of smart Application & enter HR Law as amended into the system



02

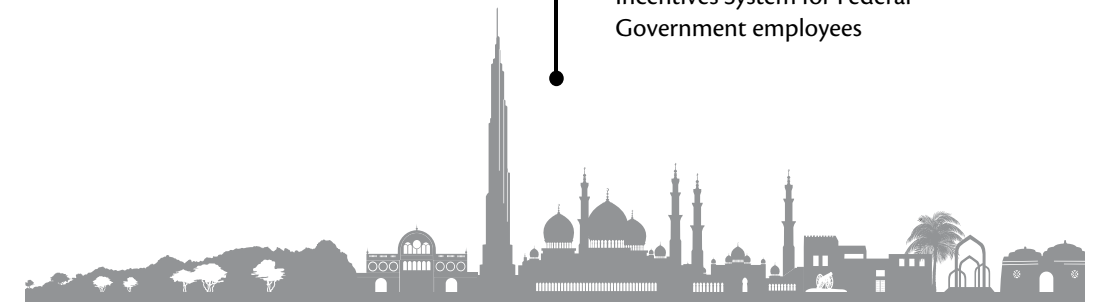


Automation

Automate Rewards & Incentives System for Federal Government employees



01





“BAYANATI” ... interface of Federal Human Resources' procedures

Human resources management information system (BAYANATI) in the federal government, is one of the most important strategic projects applied on the federal government level. It serves as a platform for many of the procedures and regulations of human resources function in the federal government.

The system helps effective management of human resource and provides general and

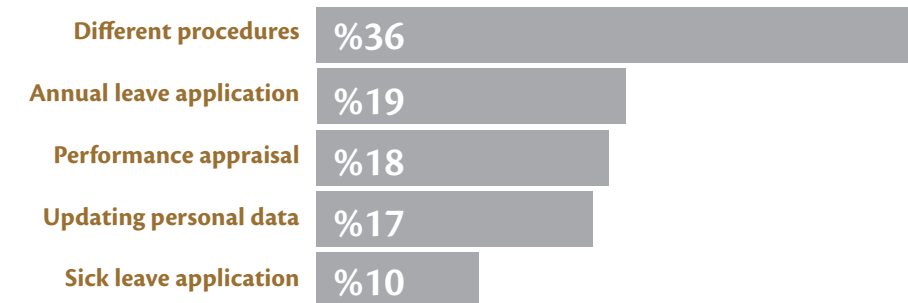
accurate statistics on human resources in the federal government. It also helps automate all HR procedures such as payroll in the ministries and federal entities since the employee's appointment until his retirement, as well as enhance of human resources performance.

BAYANATI Services

BAYANATI offers valuable services to federal



Percentages of HR transactions & procedures conducted via BAYANATI - 2016

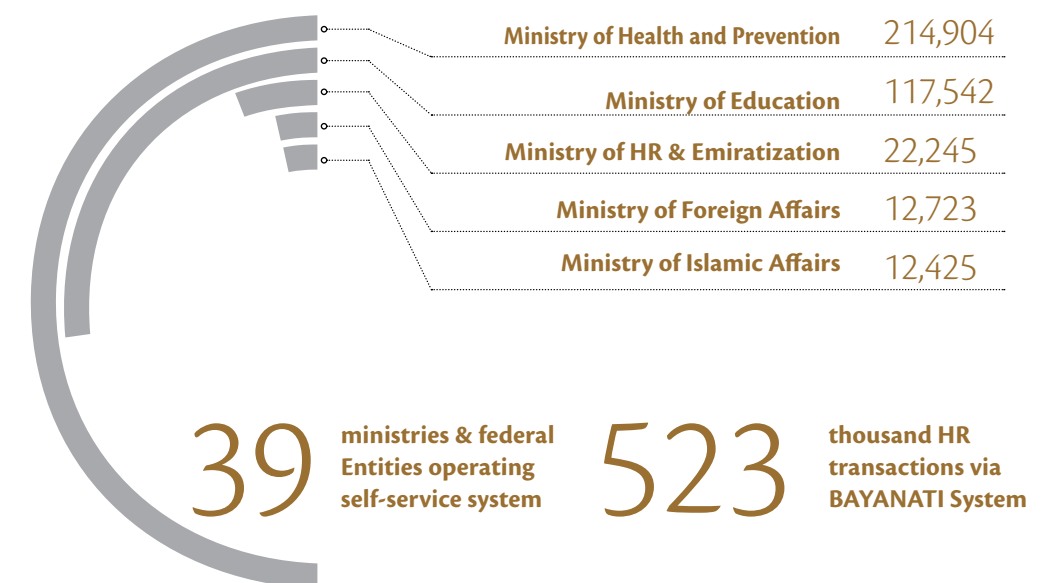


government employees as it enables them to get their salaries through a unified system, involves staff in completion of HR procedures through self-service unit. It is considered a breakthrough in terms of automation of administrative procedures at the federal government level.

Among the most prominent achievements of BAYANATI system during 2016 include: the

launch of electronic archiving of employee documents through the system, issuance of to Whom It May Concern certificates electronically, launch of the electronic system for the management of complaints, launch of electronic legal advice system, and connecting BAYANATI with attendance systems.

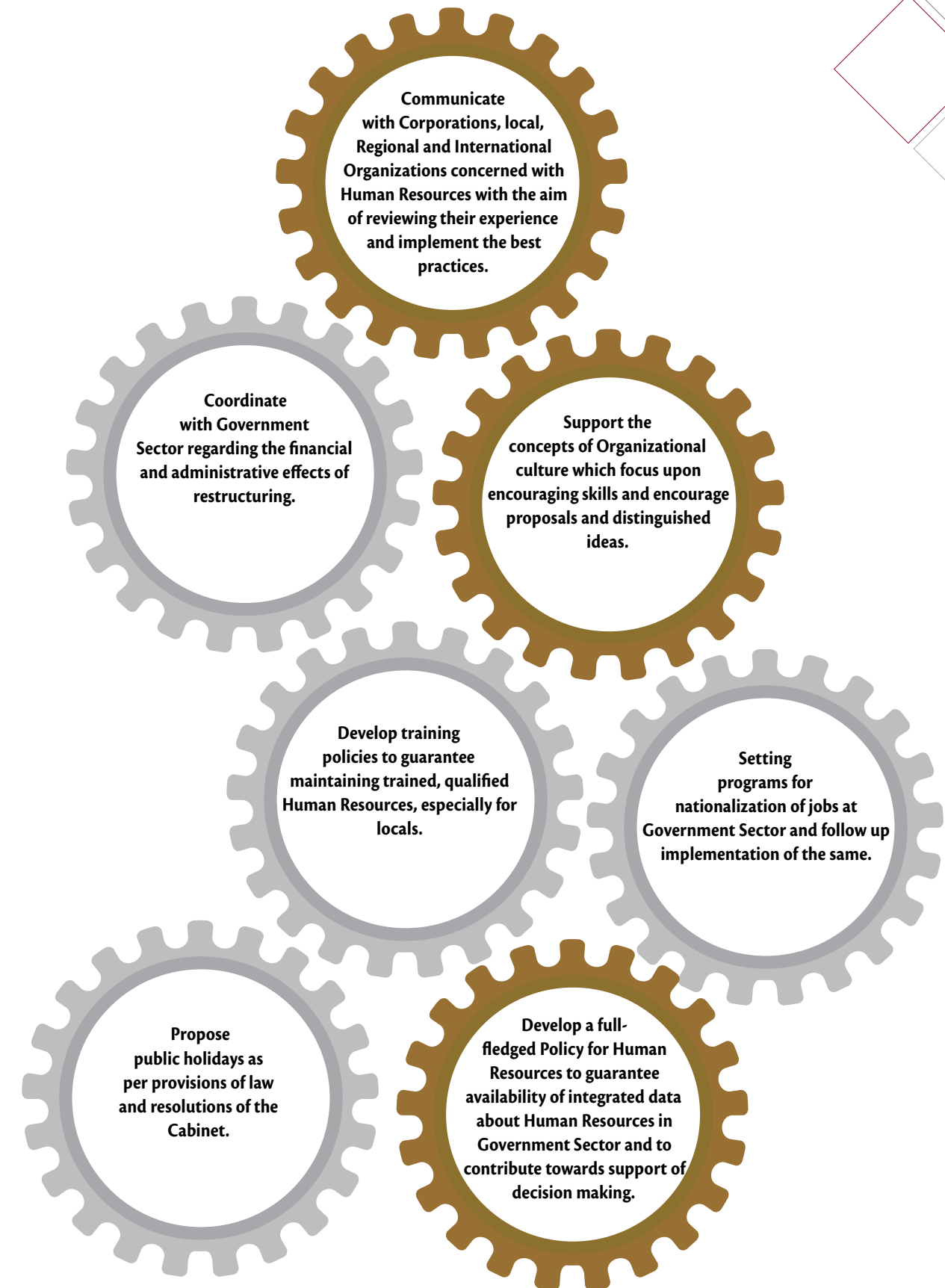
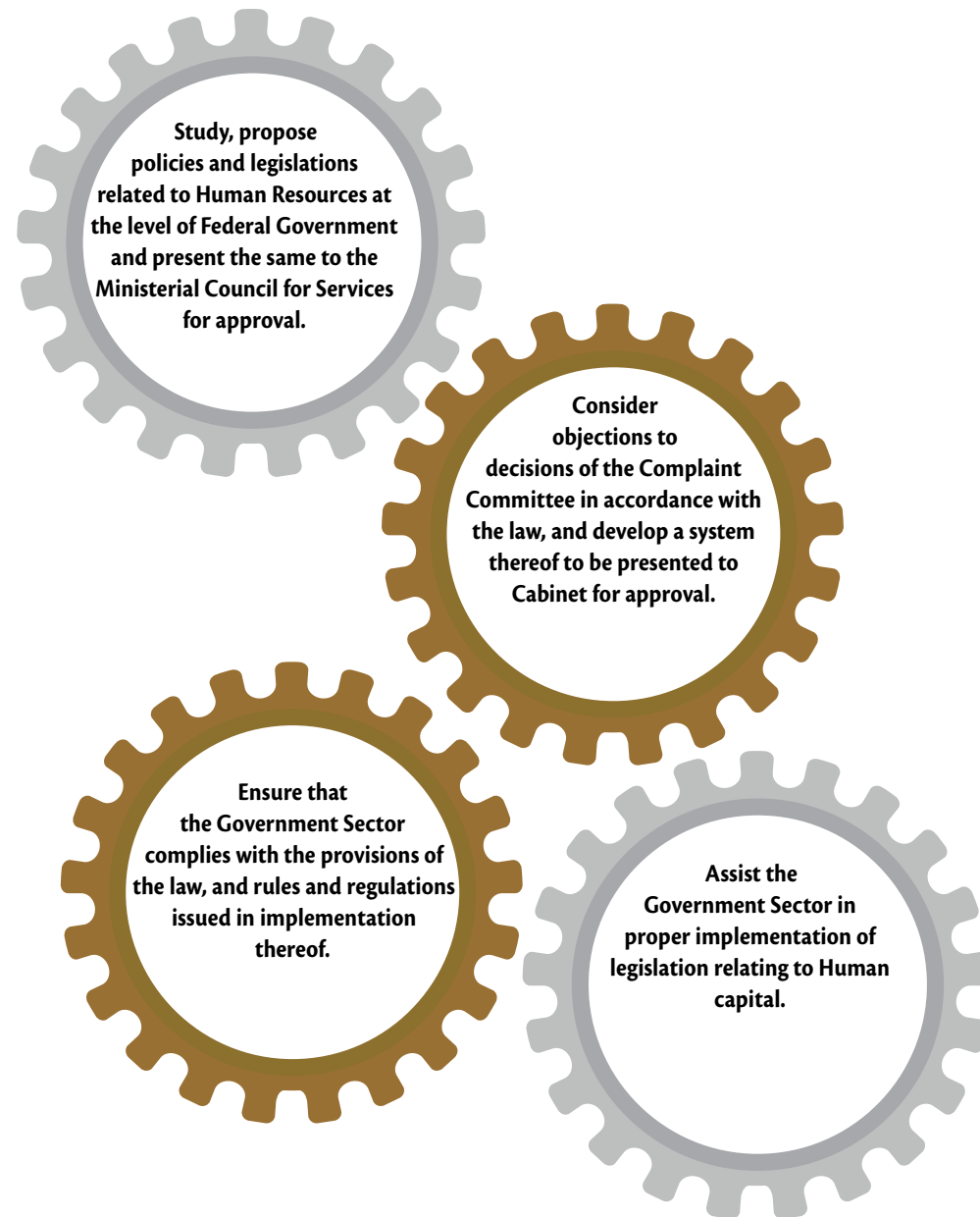
The 5 entities that most benefited from self-service system (number of transactions)





Specializations of FAHR

FAHR were empowered and given the responsibilities related to the management of human capital in the federal government, mainly:



Any other specialization entrusted by the Cabinet.

Innovative HR legislation and practices systems to shape the future in 2016

Ladies and Gentlemen

Dear Readers

We are pleased in the Federal Authority for Government Human Resources (FAHR) to present you with this summary report to highlight the achievements of the Authority during 2016, which witnessed great activity, and many innovative projects and initiatives that contribute to sustainable development and building a prosperous future for the coming generations.

At the closing stages of the HR strategy in the federal government 2014 - 2016, the Authority achieved great accomplishments, including:

HR policies, legislation, initiatives and practices that enhance the competitiveness of the UAE.

We seek to:

- Develop human capital in the federal government
- Achieve UAE Vision 2021 and national agendas
- Shape the future of human resources
- Create solutions to increase productivity, and take into account the needs of the future generations
- Create a happy and stimulating work environment
- Achieve workplace harmony and promote employee loyalty
- Establish a culture of innovation and creativity in human resources
- Develop HR procedures, legislation and systems and transform them into an integrated and smart system
- Prepare and nurture human capital and talent in the Federal Government

In order to uphold the global competitiveness of the UAE, and achieve its aspirations in the fields of human resources, the Authority developed and launched a number of policies, manuals, studies, innovative projects, and awards on The Federal Government level, including:

- HR laws and regulations
- HR Management Information System in the Federal Government,



FAHR'S Council of Happiness and Positivity

“BAYANATI.”

- Smart Application (FAHR), and electronic Performance Management System
- E-Training and Development
- Job Evaluation and Descriptions System
- Rewards and Incentives System
- Strategic Workforce Planning System
- Employee Wellness Guide
- HR Dashboard

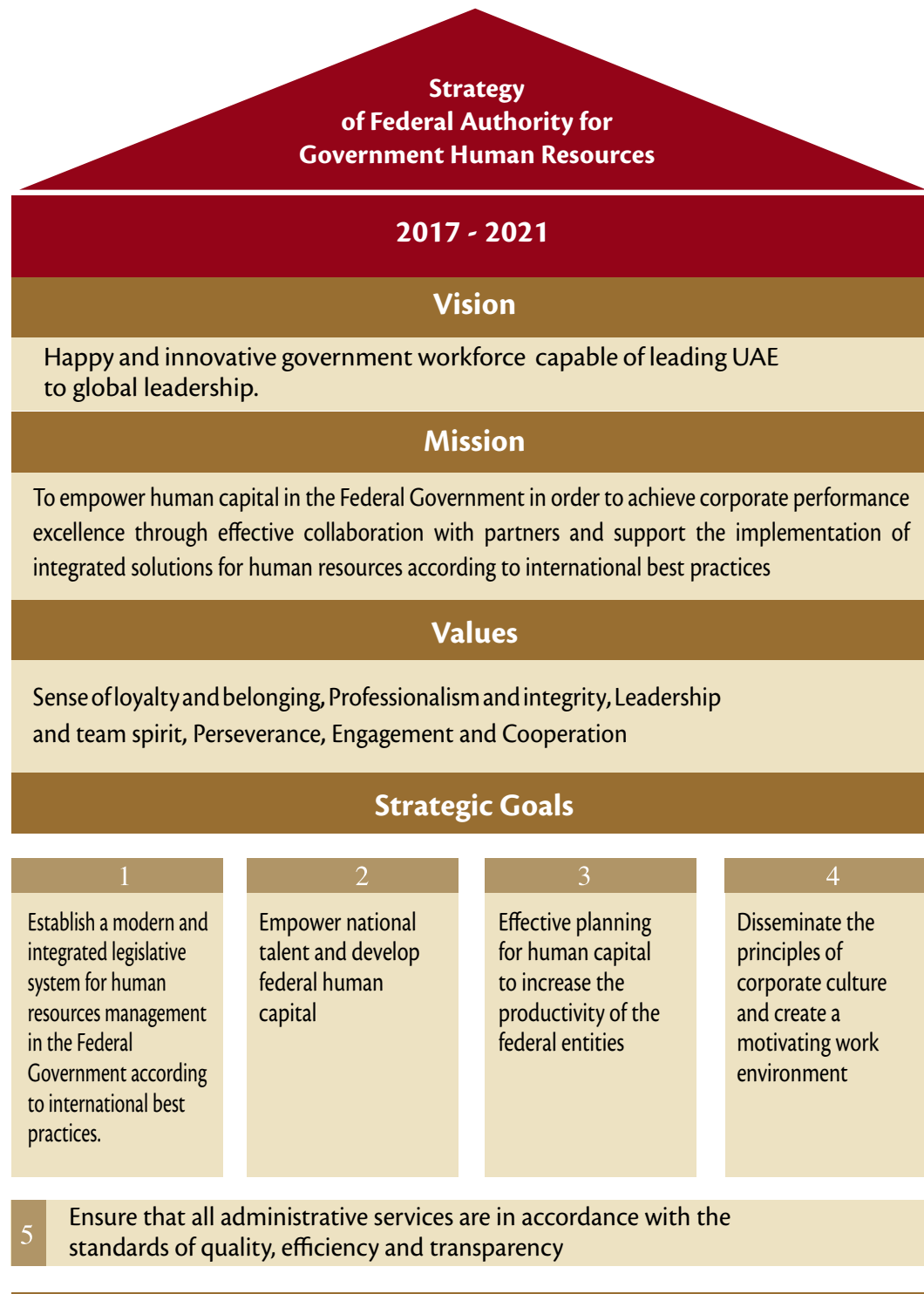
The Authority also launched:

- Occupational health and safety Manual in work environment
- SMART Goals Bank
- Training Programs Bank
- E-Employment System
- Ma'arif Initiative for the Federal Government's preferred training partners
- Discount program for Federal Government employees “Imtyazat”
- HR Club
- HAE HR Award
- Skills Bank and Electronic Forum
- HR Echo Magazine

In conclusion, we extend our thanks to all those who contributed in or supported the successful preparation and implementation of the Authority's initiatives and projects.



To be one of the best countries in the world by 2021



Organizational Structure of the Authority

